

SECTION 2: IMPLEMENTATION OVERVIEW

Implementation of the Downtown Rocklin Vision Plan should be viewed as a long-term process of incremental change. Implementation will require the City to partner with property and business owners, residents, developers, banking and financial institutions, the Union Pacific Railroad, utility agencies, and other community organizations. By working in collaboration to one common goal, incremental change can be realized and the Vision for Downtown can be achieved.

The purpose of this section is to provide an overview of the major implementation strategies that are recommended for Downtown Rocklin. The strategies in this section, as well as in Section 3 (i.e., the implementation matrix), are organized by the following topics:

- Initiate Downtown Revitalization
- Develop/Redevelop Downtown Properties
- Improve Downtown Streets and Infrastructure
- Establish Downtown Parks and Open Space
- Improve the Civic Center and Downtown Public Uses
- Maintain and Enhance the Overall Image of Downtown Rocklin
- Improve the Economy of Downtown Rocklin

A. INITIATE DOWNTOWN REVITALIZATION

Adopt the Downtown Vision Plan, Implementation Strategy, and Regulating Code

Formal adoption of the Downtown Vision Plan, Implementation Strategy, and Regulating Code is the first step in the revitalization process. To adopt these documents, the City of Rocklin will be required to do the following:

- Incorporate the Downtown Vision Plan into the City of Rocklin General Plan Update and the General Plan Update Draft Environmental Impact Report (EIR).
- Once the General Plan Update EIR is certified and the General Plan is adopted, officially adopt the Downtown Rocklin Plan, Implementation Strategy, and

Regulating Code. Public Hearings before the Planning Commission and the City Council will be required prior to adoption of the documents. Additional environmental review under CEQA may also be required.

- Amend other City ordinances (Zoning Ordinance) to insure consistency with the Downtown Regulating Code.

In the future, it may be necessary to amend the Regulating Code and Implementation Strategy to allow and facilitate desirable development projects that are compatible with the overall vision for Downtown Rocklin. Therefore, the City should view the Regulating Code and Implementation Strategy as a dynamic document that can be amended to facilitate desirable development projects.

Organize Strategically

After the Vision Plan, Implementation Strategy, and Regulating Code are formally adopted, the City should begin to organize strategically for Downtown Redevelopment/Development. The City should take a leadership and/or partnership role to accomplish the following:

- Reproduce, distribute, and market the Downtown Rocklin Vision Poster to property owners, business owners, real estate professionals, and developers in order to market retail, office, and housing opportunities in Downtown Rocklin.
- Recruit community support by promoting the Downtown Plan within the community. The City should work with community, civic organizations, and local homeowner's associations to promote the Vision Plan within the community.
- Engage property owners to gain an understanding of their specific goals for their property and to determine if there are opportunities to partner in the revitalization process.

- Consider creating a Downtown Business Improvement District (BID). In California, there are two different types of business improvement districts, one created through assessments on business licenses within the district (including landowners who lease property), and the second created through assessments of property owners alone. Both forms of districts can undertake a wide variety of programs, including but not limited to the following:
 - Fountains, benches and trash receptacles and integrated signing
 - Street lighting
 - Security services that are supplemental to those normally provided by the municipality
 - Special cleaning operations graffiti removal, and waste management
 - Decorations and public art
 - Promotions of public events
 - Furnishing music to any public place in the area
 - Promotion of tourism within the area (only businesses benefiting from tourist visits can be assessed for this type of benefit)
 - Any other activities which benefit businesses located in the area

The Parking and Business Improvement Area Law of 1989 provides the legal basis for what is commonly known as a business improvement district (BID). This type of BID utilizes an annual assessment levied against business owners based on a measure of benefit to each participating business, and can support a limited range of ongoing activities, including streetscape and sidewalk improvements, trash and cleanup activities, promotion and advertising and public safety. Special assessments within this type of business improvement district cannot be used to secure loans or bonds, thus limiting financing strategies to a pay-as-you-go basis. Assessments must be directly proportional to the estimated benefit to be

received and are levied on businesses in a specified area.

Best Practices and Implementation

Ideas: BIDs:

There are over 200 BIDs in the State of California alone. A few examples of successful BIDs are provided below:

Pasadena, CA: The Old Pasadena Management District (OPMD) is one of the most successful business districts in the nation. OPMD aggressively promotes Old Pasadena as a destination, creates special events to bring in new visitors, and advocates for property owners, businesses and residents. Some highlights of their success include:

- Over 100 historic buildings seismically upgraded and renovated
- Over \$500 million in private investment
- Sales volume increase from \$10 million per year in 1983 to \$ 214 million per year in 2003
- Increase in tax increment from \$100,000 per year in 1983 to \$2.1 million per year in 2003
- Increase from 300 residential units in 1983 to more than 2,500 units in 2003
- Over 6,000 new jobs created
- 25,000 – 30,000 weekend visitors (on average)

Walnut Creek, CA: Walnut Creek's Downtown Business Association (DBA) is a coalition of over 500 businesses and property owners working to promote the business and civic activity downtown. The DBA undertakes aesthetic and environmental enhancement projects throughout the downtown, sponsors special events, provides cooperative marketing support for members, and acts as an advocate to the city.

Willow Glen (San Jose), CA: The Willow Glen BID was formed in 1983 by the San Jose City Council in response to a petition signed by 20 percent of the business owners in the proposed BID area. The BID generates money every year to be used for promoting and improving Willow Glen business. These efforts include beautification, seasonal promotion and decoration, business and social programs for the members, creation and maintenance of the business directory and website, and organization and sponsorship of community activities and events for the purpose of bringing business to Willow Glen.

The Property and Business Improvement District Law of 1994 also provides funding for a wide range of improvements and activities. Assessments are levied against property owners rather than businesses, a key difference from the business-based Parking and Business Improvement District Law of 1989, as previously described. Property owners are often more willing to assess themselves if the result may directly benefit their investment in real property. Any assessments must be reauthorized by a majority vote in proportion to their assessment every five years. Compared with a business-based business improvement district that requires annual reinstatement, this longer five-year period also allows for minor capital improvements to be funded through loans. Assessments must be directly proportional to the estimated benefit to be received and are levied on property owners in a specified area.

To form a BID, the City will need to propose a new district by adopting a resolution of intention. Types of improvements and activities to be financed are specified at this time. Then, public notice must be provided and a public hearing will be held. If not protested by a majority of businesses, the BID is established and an advisory board is appointed. Formation of a 1994 Act BID has stricter requirements including the mailing of individual notices to all business owners who would be affected, in addition to public notices published in local newspapers.

Once formed, the BID is limited to those types of improvements or activities that were specified during formation.

- Consider creating a Downtown Rocklin Main Street Program or Committee. Main Street is a national commercial district revitalization program that was started by the National Trust for Historic Preservation. The Main Street approach to revitalization involves four components:

Design, Promotion, Organization, and Economic Restructuring. The City could work with the Chamber of Commerce, local merchants, and property owners to create a Downtown management organization that is dedicated to implementing the Main Street approach to revitalization. The leaders of the commercial district management organization should receive training from the National Main Street Center or California Downtown Association. Once established, the organization could apply to become a certified Main Street Program.

Best Practices and Implementation Ideas: Main Street Program:

City of Grass Valley, CA: In 1985, the Grass Valley Downtown Association adopted the revitalization methodology of the Main Street USA program. This methodology is a comprehensive approach using the four points of downtown revitalization as set forth by the National Main Street Network: Organization, Promotion, Economic Restructuring, and Design.

Over the last 12 years, the Grass Valley Downtown Association, through the main street Four point program, has experienced 1st floor vacancies going from over 15% to less than 2% and second floor vacancies going from about 35% to less than 10%. There have been over 15 public improvement projects with a value of \$3,403,200 and 166 private design projects with a value of just over \$3 million. A net of 64 new businesses have also been created, resulting in a net gain of 284 jobs. Presently, the 13-block business district, consisting of over 240 businesses, contributes about 25% of all the sales tax revenue collected in the City of Grass Valley.

Grass Valley's success with the Main Street approach to revitalization is not unique. For more information on the success of downtowns that have adopted the Main Street Approach, visit:

<http://www.mainstreet.org/>

- Seek grants and other potential funding sources for key public and private improvements.

B. DEVELOP/REDEVELOP DOWNTOWN PROPERTIESDowntown Development Strategy

Once the City has adopted the Rocklin Downtown Plan, Implementation Strategy, and Regulating Code and has begun to organize strategically for revitalization, the City should begin to initiate and encourage development and redevelopment of Downtown properties. This section provides a recommended strategy for Downtown Development.

Near Term (0-5 Years)

Although it is possible that a developer would initiate the downtown revitalization project with a large-scale project encompassing an entire block, it is not likely in the early stages of revitalization due to the economic, financial and market risks of undertaking a large project in an unproven location. It is therefore recommended that the City of Rocklin begin the Downtown revitalization process slowly. City resources should initially be focused and directed into one catalyst project. As demand for Downtown retail, office, and residential uses increases, the City's resources should transition to properties adjacent to the catalyst project, and then gradually extend out along the Pacific Street and Rocklin Road corridors as demand warrants.

The City-owned lots on the southwest corner of Rocklin Road and Pacific Street could be one of several initial catalyst projects. This should be a downtown style mixed-use building, with a small amount of ground floor retail space (4,000 to 5,000 square feet) and some office space or residential units above. The project should also have plaza that can serve as a space for outdoor dining and general gathering and socializing. The City should consider subsidizing the cost of the plaza if its costs make the project infeasible. This would be a worthy public investment because it would set the tone for subsequent projects that would be developed in the Downtown.

Concurrent with the catalyst mixed-use building, the City should undertake some initial streetscape and right-of-way improvements in order to implement traffic calming, establish on-street parking, and to foster a more pedestrian-friendly environment in the area. Additionally, the City should consider making parking available to this project in the adjacent train station parking lot, so that the project does not have to internalize the cost of developing parking onsite. This would increase the feasibility of the project by reducing the overall costs of the development.

Based on the success of the initial project at Rocklin Road and Pacific Street, the City should work with developers to follow up with additional mixed-use projects in the same vicinity, working to create synergy between the new developments and leveraging the initial public investments. Potential properties to target include the vacant properties on the west side of Pacific Street between Bush Street and Civic Center Drive (proposed street), and the Big Gun Quarry properties on the east side of Pacific Street. The City should also consider developing the City-owned lot on the west side of Pacific Street between Oak Street and Pine Street if the initial catalyst projects are successful.

In the near-term phases of revitalization, the City should encourage private developers to undertake residential infill projects on certain sites that are vacant or under-utilized. This will increase the residential population base in the area, which will help create a market for Downtown retail and service uses. Infill residential projects will likely be most attractive to smaller local developers who are familiar with the market and work on smaller-scale projects. Appropriate locations for substantial infill residential development include Railroad Avenue, the Front Street Historic District, the Roundhouse Square District, the Rocklin Road Mixed-Use North and South Districts, and the Gateway Mixed-Use District on the north end of Pacific Street.

To enhance project feasibility in the near term, the City of Rocklin should consider relaxing parking standards for new Downtown projects and/or help to reduce project costs by providing public parking adjacent to new development projects in lieu of onsite parking requirements.

For the initial catalyst development projects, the City may want to consider subsidizing initial development in order to make it attractive for the pioneering retail tenants to come into the area and to create a shopping and dining amenity that will help make the area more attractive for other downtown businesses and residents, both existing and new.

Mid Term (6-10 Years)

For the mid-term planning horizon, the City of Rocklin should continue to encourage and facilitate mixed-use and residential development within Downtown Rocklin. The City should work towards the development of at least 85,000 square feet of new retail space.¹ In addition to providing additional basic retail and services, the retail in this phase can begin to target some specialty niches and higher quality dining to serve as an amenity for new and existing residents, as well as office workers and residents from other parts of Rocklin that begin to see the area as an emerging community gathering place. This can include retail in additional mixed-use projects located along Rocklin Road and Pacific Street, emanating. If currently vacant and planned office spaces and the office space within the recommended catalyst mixed-use project absorb well, the City should plan to develop additional office spaces as components of mixed-use buildings and cottage commercial buildings. Office buildings should have space that is between 12,000 to 15,000 square feet in size. A generous proportion of the space should also be provided for smaller business

users that need less than 3,000 square feet of space.

Over the mid-term, residential infill may gradually give way to larger-scale redevelopment projects targeting regional demand for downtown housing. Once a greater amount of new retail, restaurants, and services start to become visible in the area, the downtown area should become attractive to larger developers from outside the immediate area. Typically, these developers seek larger projects in order to achieve economies of scale necessary to make redevelopment projects more feasible.

Public improvements in this time frame should include a more complete implementation of traffic calming, on-street parking, additional public gathering spaces, and streetscape improvements to establish a consistent and distinctive visual identity for the area, as well as to create a pedestrian environment throughout the Downtown. Some larger surface parking lots and possibly a parking structure could also be developed to accommodate increasing employee, shopping and residential parking demand.

Long Term (11+ Years)

Once the Downtown redevelopment pattern begins to get established with the first several new projects, the City should begin to evaluate its long-term plans for the area. This can include putting plans in place for sufficient quantities of new retail space (beyond the initial 85,000 square feet) to create a critical mass of specialty retail and destination dining establishments that will be capable of attracting a regional shopper base as well as serving the growing Downtown population base. Office development would also expand over the long-term.

Over the long term, with streetscape improvements complete, public improvements would shift to constructing parking garages, which could replace surface lots and provide a district parking solution. This will help to enhance feasibility of increasingly dense downtown development.

¹ The projected demand for new retail space in Downtown Rocklin is at least 85,000 square feet as documented by the Downtown Rocklin Plan Economic Analysis prepared by Bay Area Economics.

Other Considerations/Recommendations:*Parking:*

For Downtown Rocklin to develop to its full potential, a combination of on-street parking, surface parking lots, and structured parking garages will be required. Most properties within Downtown Rocklin have limited space for parking. If the development potential of a property is limited by the amount of space that is available for surface parking, then many properties will not be able to develop to their full potential. In some areas, structured parking is not appropriate, especially on the half-blocks that are adjacent to the established residential districts. Therefore, it is recommended that the City implement an off-site public parking strategy for development projects that cannot meet their on-site surface parking requirements due to spatial constraints. The strategy should be developed based on the following recommendations:

- Establish an In-lieu Parking Fee Program for all development projects that are not able to meet their individual on-site parking requirements due to physical constraints.
- Allow all development projects that are not able to meet their on-site parking requirements due to spatial constraints to pay in-lieu parking fees.
- Encourage and facilitate the construction of shared or public parking lots to accommodate new development.
- As densities increase, replace surface parking lots on the blocks that are not adjacent to the existing residential neighborhoods with public parking structures to allow additional infill development.
- Utilize in-lieu parking fees to finance the construction of public parking lots or structures. The best location for these public lots and structures are on the full blocks between Pacific Street and Railroad Avenue. In the near term phases of revitalization, public parking lots will likely be constructed because parking structures may not be financially feasible. Over the long-term, as demand for

development increases within the Downtown, the parking lots could be replaced with parking structures, allowing for more infill development in the area.

- Only allow parking structures on the blocks that are not adjacent to the existing residential districts.
- Locate all parking structures in the center of the block and screen public views of the structures with mixed-use buildings that surround the parking structures.
- Maximize the amount of convenient on-street parking when streetscape improvements occur.
- Consider the use of metered parking or time limits for on-street parking.
- Consider the reduction of on-site parking requirements: The cost of on-site parking improvements has the potential to prevent or limit Downtown development projects. The City should consider the reduction of on-site parking requirements for certain catalyst development projects as an incentive to generate development activity. The reduction of on-site parking requirements may be warranted if a shared parking solution is available or if there is adequate on-street parking or off-site public parking available for the project. The establishment of an in-lieu fee program could also serve as a way to facilitate development by reducing the costs required to construct on-site parking.
- Establish a residential parking permit program for the three downtown residential districts to prevent spillover commercial parking in the residential districts.

**Best Practices and Implementation Ideas:
Downtown Parking:**

In-lieu Parking Fees (Pasadena, CA): The city's Parking Credit Program allows property owners to pay a small fee in lieu of satisfying minimum on-site parking requirements. Rather than an annual lump-sum fee paid prior to development, the fee is annually paid by property owners. This allows developers to avoid financing problems and drastically improves the feasibility of development. In 2004, the in-lieu fee was set at \$127 per space. The in-lieu fee revenues are used to fund public parking garages.

**Best Practices and Implementation Ideas:
Downtown Parking (Continued):**

In-Lieu Parking Fees (Santa Monica, CA): The city charges an annual fee of \$1.50 per square foot for all new building space built after 1989. This annual source of revenue is used to fund public parking facilities.

Parking Meters (Pasadena, CA): In 1993, the city installed parking meters for all downtown parking spaces. They also provided \$5 million in bond funding for streetscape improvements. The parking meter revenues were used to repay the debt of the bond. In 2001, approximately 1/3rd of the meter revenue went to debt service, while the remainder was used to fund new services, such as marketing, mounted police patrols, daily street sweeps, and sidewalk cleaning.

Residential Permit Parking (Arlington County, VA): Arlington County has a residential permit parking system that prevents commuters and workers from parking in residential neighborhoods.

Funding Public Parking (Boulder, CO): The city of Boulder established the Central Area General Improvement District (CAGID) in the 1970s. The CAGID constructs and operates public parking facilities. The facilities are funded by the CAGID's general obligation bond. Parking meter revenues and taxes paid by property owners primarily pays off the debt.

Demand management (Boulder, CO): The City of Boulder uses parking meter revenue to provide downtown employees with a variety of benefits, including free transit passes, ride-matching services, and bicycle parking. By supporting alternative transportation, the demand for parking is reduced.

For more information about these parking programs, contact:

City of Pasadena Parking Division: 626-744-6470

City of Boulder Parking Services: 303-413-7300

Arlington County Parking Division: 703-228-3298

City of Santa Monica Transportation Management Division: 310-458-8291

Catalyst Development Projects:

The following development recommendations are encouraged to implement integral parts of the Downtown Rocklin Plan as they relate to potential catalyst development sites:

- **City-Owned Lots on Corner of Pacific Street and Rocklin Road:** The City should require the project to construct a small plaza or gathering space at the corner of Rocklin Road and Pacific Street. If this improvement would make a project infeasible, then the City should subsidize its construction.
- **Big Gun Quarry Site:** the City should consider sponsoring a national design competition for the reuse of the Big Gun Quarry and the adjacent Quarry Park. The local chapter of the American Institute of Architects or the American Society of Landscape Architects could sponsor the competition.

**Best Practices and Implementation
Ideas: Design Competitions**

A well-planned design competition can draw upon the expertise of architects, landscape architects, and urban designers throughout the world. Design competitions can also spur development by acting as a facilitator between the competition winner and the organization that commissions the design services and constructs the envisioned project.

Design competitions have been used for all types of projects ranging from the reconstruction of the World Trade Center site in New York City to small memorials in city parks.

For more information on Design Competitions, contact the local chapters of the American Institute of Architects (AIA) and the American Association of Landscape Architects (ASLA):

AIA Central Valley: 916-444-3658

Sierra Chapter of the ASLA:
P.O. Box 188232
Sacramento, CA 95818

- City-Owned Lot on Pacific Street between Pine Street and Oak Street: The City should require the development of a plaza at the corner of Pacific Street and Oak Street. The Plaza could potentially incorporate remnants of the schoolhouse steps into its design to memorialize the history of the site. The economic and financial feasibility of incorporating the steps into the plaza design will need to be evaluated in the future.
- Railroad Roundhouse Site: This property should include a semi-circular development that memorializes the shape of the Railroad roundhouse that was once on the site. The building should define a plaza or “round square” that is designed with railroad artifacts that tell the story of the historic and culturally important site. This project will require the acquisition of railroad property, which will require coordination with the Union Pacific Railroad and the United States Congress.
- For City-owned properties, the City should issue a Request for Qualifications (RFQ) or Request for Proposals (RFP) from interested development companies. This process will allow the City to look at multiple development proposals and to select and partner with a qualified developer that has experience in Downtown urban infill projects.
- The City should consider entering a Disposition and Development Agreement (DDA), Owner participation Agreement (OPA), or Exclusive Negotiating Agreement (ENA) with developers and/or property owners. These agreements can establish more certainty in the development approval process and can help the City achieve specific goals for certain project sites.

Strategies to Facilitate Downtown Projects:

For all development projects, the City should consider the following strategies:

- Coordinate with property and business owners to determine their development/redevelopment interests.
- Encourage adjacent property owners to partner in order to create projects with shared benefits, such as shared parking lots or shared pedestrian pathways.
- Acquire and consolidate properties to create larger and more attractive development sites: Many developers will not take on small infill projects because they do not generate a substantial return on investment. The City should consider acquiring and/or consolidating smaller parcels to create opportunities for larger projects that would be of more interest to developers. Based on input from developers during Immersion Week, the ideal parcel size for development projects in the near term (0 to 5 years) would range from 1/3rd to 2/3rds of an acre.

Best Practices and Implementation Ideas: Development RFQ/RFP Process

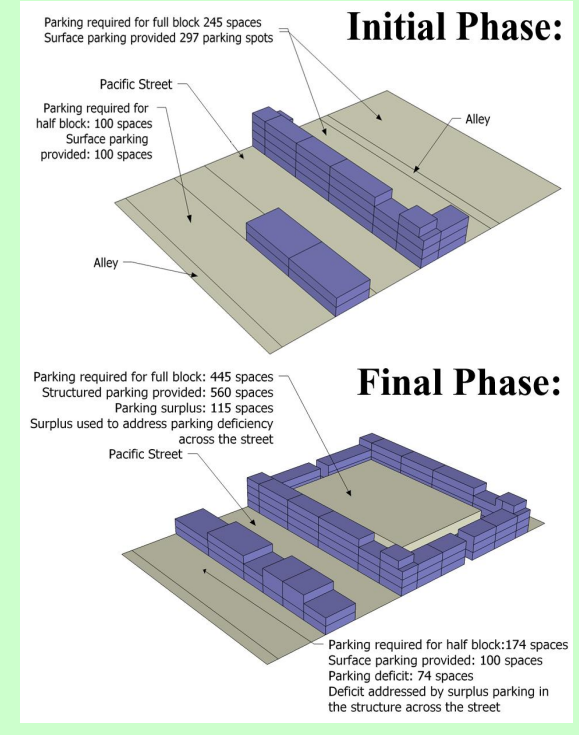
San Jose, CA: The City of San Jose Redevelopment Agency generates development interest through an RFQ/RFP process. This process generally involves the following steps:

- Sending an RFQ or RFP package to targeted development companies. The RFQ or RFP describes the project, the goals and objectives of the City, the developer’s responsibilities, the conditions of the site, the RFQ/RFP process, and the overall schedule
- Conducting a Pre-Submittal Meeting. During the pre-submittal meeting, interested developers can gather more information about the project and the site. Walking tours of the site may also accompany the Pre-Submittal Meeting.
- Evaluating Submittals and Conducting Interviews: Once submitted, a selection panel from the Redevelopment Agency reviews the qualifications/ proposals. Based on their evaluations, a “short list” is prepared. The selection panel then interviews the developers on the short list.
- Selecting a developer and entering a Development Agreement. The final step in the process usually involves negotiations leading to a development agreement, including DDAs, ENAs, or OPAs.

- Work with the Union Pacific Railroad to acquire Railroad property along Railroad Avenue. If property cannot be acquired, consider leasing the property for surface parking lots or structures. The acquisition of railroad property will require coordination with the Union Pacific Railroad and the United States Congress.
- Consider Phasing the Development of Properties and Blocks: The City and/or property owners/developers should consider phasing the development of properties and blocks. Most blocks within Downtown Rocklin will require the use of on- or off-site structured parking to develop to their full potential. Structured parking will not likely be economically feasible during the initial phases of revitalization. Therefore, the City, property owners, and developers should consider development of properties in phases. During the initial phases, on or off-site surface parking should be developed to serve the new uses on the project site. Later on, the surface parking could be replaced with structured parking, and additional development could occur on the site.
- Construct Streetscape Improvements Concurrent with Development: To create an attractive, pedestrian-friendly “Main Street” environment on Pacific Street, a combination of private and public improvements will be required. The City should consider constructing the public streetscape improvements on Pacific Street, Rocklin Road, and Railroad Avenue prior to or concurrent with the development projects fronting those streets. The improvements are needed to provide convenient on-street parking, to calm vehicle traffic, and to improve pedestrian safety and the overall pedestrian experience.

Best Practices and Implementation Ideas: Phasing Block Development

The graphics below show an example of how a block’s development could be phased overtime. Surface parking is used in the initial phases of development. Over time, the surface parking is replaced with structured parking, allowing infill development to occur on the block.



C. IMPROVE DOWNTOWN STREETS AND INFRASTRUCTURE

Currently, Pacific Street and Rocklin Road are major arterial streets that are designed to carry high volumes of traffic at fast vehicle speeds. To create a pedestrian-friendly "Main Street" experience, these streets will need to be redesigned to calm traffic and to enhance the pedestrian experience. They will also need to be designed with convenient on-street parking. Specific guidelines for the design of Pacific Street and Rocklin Road are provided in the Downtown Regulating Code.

Improvements to Rocklin Road and Pacific Street should occur in phases as warranted by new development along the streets. It is recommended that the streetscape improvements occur prior to or concurrent with major development/redevelopment efforts so that those projects receive the benefits of traffic calming, on-street parking, and pedestrian enhancements, thereby improving the opportunities for their success.

Other streetscape improvements are also planned for Front Street and Railroad Avenue. Railroad Avenue will be extended north to Midas Avenue and south to Farron Street to relieve local traffic on Pacific Street. The extension of Railroad Avenue to the south will require the acquisition of railroad property, which will require coordination with the Union Pacific Railroad and the United States Congress. Specific guidelines for the design of Front Street and Railroad Avenue are provided in the Downtown Regulating Code.

A new street, Civic Center Drive, is planned for construction to alleviate through traffic on Pacific Street and Rocklin Road and to provide convenient access to the Quarry Park and Southeast Downtown Residential Districts. Concurrent with the construction of Civic Center Drive, the northern segment of Ruhkala Road will be realigned to parallel Pacific Street and connect with Civic Center Drive. A new street that will connect the Ruhkala Avenue realignment to Pacific Street will also be added. Both of these improvements will require the acquisition of private property from multiple property owners.

Water and wastewater infrastructure improvements will be required to accommodate future development in Downtown Rocklin. UBORA Engineering prepared a preliminary analysis of the water and wastewater infrastructure within Downtown Rocklin and Planning in October of 2005 to determine the improvements needed to serve future development within the Downtown. These studies were based on conservative assumptions regarding existing infrastructure and did not include detailed surveys of existing

infrastructure lines. As such, specific sizes and locations of water and sewer lines will need to be determined in more finite terms when detailed development plans are generated. Based on those detailed studies, the infrastructure improvements could vary from the recommended improvements in this document.

At this time, the recommendations for wastewater improvements are as follows:

- Construct an 8-inch sewer line in Civic Center Drive. This line should connect to the existing 8-inch line in South Grove Street and/or connect to the existing 8-inch line in Pacific Street.
- Consistent with the Rocklin Civic Center Plan, upsize the existing 10-inch sewer line in Woodside Drive (between Sequoia Court and south of Edgewood Way) to a 12-inch line.
- As development occurs within the Downtown, survey and evaluate the existing 8-inch sewer line in Pacific Street between Farron Street and Woodside Drive. If and when necessary, construct a 10-inch sewer line that parallels or replaces the existing 8-inch line in Pacific Street for this reach.
- As development occurs within the Downtown, survey and evaluate the West of Pacific Wastewater Collection Basin. If and when necessary, construct a 15-inch sewer line that parallels or replaces the existing 12-inch sewers lines in the collection system.

The recommendations for water improvements are as follows:

- Construct a 10-inch (minimum) water line in Civic Center Drive. Connect this line to the existing 8-inch water line in South Grove Street.
- Construct a 10-inch water line in the Ruhkala Road realignment.

- As development occurs within the Downtown, evaluate individual fire flow requirements for the proposed developments on a site-specific level. Where necessary, complete water system loops and upsize lines.

The recommendations for stormwater improvements for Downtown Rocklin shall be consistent with the Central Rocklin Drainage Master Plan.

D. ESTABLISH DOWNTOWN PARKS AND OPEN SPACE

The Vision for Downtown Rocklin involves the creation of two parks (Heritage Park and Quarry Park). In addition, the community has the desire to preserve the existing quarry pits in the Downtown as open space amenities (private or public).

The City should consider the following recommendations for the establishment of Quarry Park:

- Coordinate with the property owner(s) of the Quarry Park site to develop a strategy to cluster development on the property in order to preserve the majority of the site as open space for the park.
- Sponsor a national design competition for the reuse of the Big Gun Quarry and the adjacent parklands. Consider using the quarry for an outdoor amphitheater, a garden with granite rock and sculpture art, and/or a rock-climbing park.
- Prepare a master plan for the Quarry Park District, including the Quarry Lake (owned by the City), the Big Gun Quarry, and the adjacent open space area.
- Focus on passive recreational opportunities.
- Leverage park impact fees from residential developments to finance the acquisition of parkland and to fund park improvements.

The City should consider the following recommendations for the establishment of Heritage Park:

- Work with Union Pacific Railroad to establish a long-term lease of the Heritage

Park property or to negotiate the purchase of the property. Purchasing the property will require an act of the United States Congress.

- In coordination with the Front Street Historic Committee, prepare a master plan for the park improvements.
- The community should develop plans to restore St. Mary's church and reuse it as a community amenity.
- Consider the relocation of other historic and cultural resources and artifacts to Heritage Park.
- Focus on passive recreational opportunities.
- Leverage park impact fees for residential development to finance the acquisition of parkland and to fund park improvements.

The City should consider the following recommendations for the preservation of quarry pits within the Downtown:

- Consider creating an open space conservation program for quarry pits in Downtown Rocklin.
- Consider using conservation easements for the preservation of the resources.
- Require the preservation of quarries as a condition of project approval.

E. IMPROVE THE CIVIC CENTER AND DOWNTOWN PUBLIC USES

The vision for Downtown Rocklin involves several improvements to the Civic Center and other public uses within the Downtown. The key improvements are described below:

- Relocate Finn Hall: The City should prepare a structural and cost feasibility study for the relocation of Finn Hall. The preferred site for Finn Hall is immediately south of Memorial Park. At this location, Finn Hall would serve as a visual landmark that sits at the visual terminus of the park.
- The City should identify a preferred location for the new library. At this point, several sites have been considered, including the southwest corner of Rocklin Road and South Grove Street, and Pacific Street to the south of Bush Street.

- The City may want to consider the relocation of the Fire Department to another site to create room for a new City Administration Building. A study should be prepared to identify potential sites and to determine feasibility.
- New City Administration Building: When additional space for City offices is needed, the City should consider the construction of a new City Administration Building within the Civic Center. If the Fire Station is relocated, the new building should be constructed in its place. The ground floor of the building that is adjacent to Memorial Park should be designed with active uses that overlook Memorial Park. If a new building is constructed, the existing City Administration Building should be evaluated for lease or sale to a private concern or other entity.
- Pedestrian Improvements to Quarry Park: The Civic Center should be improved with pedestrian linkages and connections to Quarry Park, including the Quarry Lake and the Quarry Amphitheater and Garden.
- Improve public transportation opportunities within Downtown Rocklin. Downtown Rocklin has the unique opportunity to become a transit-oriented downtown. Most of the Downtown is within walking distance of the existing train stop and future multi-modal train station. The City should work with the Placer County Transportation Planning Agency to improve transit opportunities as Downtown Rocklin develops and grows. Potential opportunities that should be considered include the expansion of the Capitol Corridor service to Rocklin, new bus stops at the Civic Center and Quarry Park, enhanced bus service within the City of Rocklin, and the future establishment of a Downtown shuttle system.
- Construct public restrooms in Downtown Rocklin. The City should encourage the development of public restrooms within or near major public spaces, such as Quarry Park, Heritage Park, Roundhouse Square, and School Steps Plaza.

F. MAINTAIN AND ENHANCE THE OVERALL IMAGE OF DOWNTOWN ROCKLIN

The City should take a variety of steps to maintain and enhance the overall image of Downtown Rocklin. Specific implementation steps are described below:

- The City should encourage the adaptive reuse and preservation of the remaining culturally significant resources within Downtown Rocklin. These resources, including Finn Hall, the Barudoni Building, and St. Mary's Catholic Church, are important remnants of Rocklin's Heritage and History and should be preserved. The City should encourage the use of the State Historic Building Code and rehabilitation loan programs for culturally significant buildings. The U.S. Secretary of Interior's Standards for the treatment of Historic Buildings should also be considered when rehabilitating or restoring these structures.
- The City should consider designing and constructing gateway signs and monuments to mark major entry points into the Downtown. These entry points should include Rocklin Road at Grove Street, and Pacific Street at both Midas Avenue and Farron Street. These signs and monuments should be designed to reflect the unique heritage of Rocklin. Quarry and/or railroad artifacts should be used to inspire their design. The use of granite as a building material should also be recommended.
- The City should prepare and implement a wayfinding and identity signage master plan. The system should have directional signage to Downtown, each of the Downtown Districts and major Downtown amenities. Signs should be sized, located and designed appropriately for both pedestrians and vehicles.
- The City should encourage community organizations to sponsor a Downtown Clean-Up day or Good SAM (Safety and Maintenance) Program. Areas along the railroad tracks and other properties with litter and run-down buildings should be targeted.

- The City should consider adopting a Downtown Public Art Ordinance to encourage public art within plazas, parks, and along the streets of Downtown Rocklin. Art that reflects the heritage, culture, values, and history of the Rocklin community should be encouraged.

Best Practices and Implementation Ideas: Public Art in Downtown Streetscapes

Downtown Enumclaw, WA: Downtown Enumclaw has constructed streetscape improvements that reflect the unique heritage of the community. The sidewalks have literally become canvases for the display of public art. Sidewalks are scored with a pattern that emulates the “string and pole” planting pattern for hops, which was historically grown in Enumclaw’s agricultural fields. Wilkeson and Tenino sandstone, both locally quarried, are used in a sidewalk band that reflects the traditional basket weave of the Salish Indians. Within this band are etchings of people from Enumclaw’s past, as well as etchings of tools that were once used in the city’s historic industries. Benches are custom-made to reflect the truss patterns of flumes that once were used to convey timber from the forests to the local lumber company.

Downtown Rocklin could do similar things to incorporate the City’s heritage into their streetscape. The City should consider the use of:

- Granite Sidewalk Bands
- Granite inlaid etchings or relief carvings of quarry and railroad artifacts placed in sidewalks
- Sculptures in public spaces that are made from Quarry and Railroad Artifacts
- Interpretive signage that describes key important historical sites and events within the Downtown, including the Railroad Roundhouse.

Best Practices and Implementation Ideas: Public Art in Downtowns

Laguna Beach, CA: In 1986, the City of Laguna Beach adopted an Art in Public Places ordinance. The goal of the program is to further enhance the livability of the city and increase the availability of art to the public by incorporating site-specific art into each new commercial or industrial development when that projects total value exceeds \$225,000. One percent of the projects total value must be applied towards the installation of original artwork that is site specific and approved by the City Council. Alternatively 1.25% may be contributed to the City’s Art-in-Lieu fund to be used for future artworks designated by the City.

The Art in Public Places Program is administered by the City of Laguna Beach Arts Commission, which was established in 1978. Seven members and an alternate are appointed to two-year terms by the City Council. For more information, visit:

<http://www.lagunabeachcity.net/arts/Public%20Art%20Web%20site/>

Palm Desert, CA: The City requires that all public and private developments comply with its Art In Public Places Ordinance to ensure that all development in the City complements the quality of the built environment. The City has packets that explain the process and provide an overview of the Program’s history and goals. The packets can be downloaded at:

<http://www.palmdesertart.org/developer.asp>

Miami-Dade County, FL: Adopt-an-Artwork is a program of Miami-Dade Art in Public Places whereby corporations, community and civic groups, individuals and other private sector agencies can adopt the care and maintenance of public art installations and sculptures. It is an opportunity to actively participate in the preservation of the county’s cultural and artistic heritage while receiving local and national recognition for participating organizations. For more information, visit:

<http://www.co.miami-dade.fl.us/publicart/adoptan.asp>

- The City of Rocklin should monitor the conditions of the existing residential neighborhoods surrounding the downtown core. Overtime, it may be necessary to develop and implement neighborhood revitalization programs to enhance the neighborhoods and to maintain stability. Such enhancements may include façade improvements, rehabilitation of existing homes, streetscape enhancements, traffic calming, lighting improvements, and the creation of neighborhood associations.

Best Practices and Implementation Ideas: Neighborhood Improvements

NeighborWorks America is a national nonprofit organization created by Congress to provide financial support, technical assistance, and training for community-based revitalization efforts. Their Web Page contains “Winning Strategies”, which are best practices from the 235-plus members of the NeighborWorks® network. The winning strategies on the Web Page describe and record the innovative approaches that NeighborWorks organizations use in revitalizing neighborhoods and serving families, while offering community development practitioners an opportunity to replicate this work in the field.

Visit the following Web Page for more information:

<http://www.nw2.org/WinningStrategies/search.asp>

G. IMPROVE THE ECONOMY OF DOWNTOWN ROCKLIN

Overview of Business Development Strategy *Office*

Based on its scale, parcelization, and locational attributes, Downtown Rocklin is best suited to accommodate small to mid-sized office users who are oriented towards the local and sub-regional market areas. Larger business parks in the Rocklin and Roseville areas that have freeway orientation and visibility and that can offer tenants a corporate style campus setting can be expected to continue to appeal to

businesses that have larger space needs, are more regionally oriented, and have employees living throughout the region and that primarily commute via auto.

Tenant types most likely to be interested in Downtown Rocklin will likely include local medical/health professionals such as doctors, dentists, therapists; locally-based business services firms such as attorneys and CPAs; and various “creative” class firms such as architects and graphic designers. These types of firms are less concerned with presenting a corporate image. Their size needs can be accommodated in smaller infill buildings. These businesses are more likely to have owners and employees who live in the local community and can commute by foot or bike. Therefore, they are more likely to be interested in a pedestrian-oriented downtown setting rather than a business or office park.

Many South Placer County residents are professionals who commute to work in Sacramento. In recent years, a trend has been developing for businesses in Sacramento to establish branch offices in the Roseville and Rocklin areas in order to better serve their expanding client bases in the South Placer County markets. These types of expansions may provide an opportunity to capture office demand within the niches described above. Additionally, as local residents progress in their careers, it can be expected that some of them will want to spin-off their own businesses and will choose to set up closer to home due to the lifestyle benefits of eliminating the long commute and working closer to where they live.

In Downtown Rocklin, there is an opportunity in the technology sector to provide relatively small (5,000 square feet and below) spaces suitable for start-up companies located in close proximity to basic business support services. This should be “spec” space available with basic office tenant improvements in place, so start-ups can get established in a relatively quick time-frame and with minimal up-front capital cost, even if it means that monthly rents are somewhat higher. Typically, start-ups do

not have time to wait, or capital available, to construct a “build-to-suit” space. If the Downtown attracts some venture capitalists, investment bankers, intellectual property attorneys or other professionals in the business support services categories mentioned above, that focus specifically on the technology sectors, then this may serve as further inducement for start-ups to locate downtown where they can have access to these services.

To best support the targeted office niches, the City should foster a good mix of retail and services in the Downtown to support smaller offices. This should be done through planning for new or redeveloped retail facilities to accommodate these types of uses and by working with brokers to identify suitable prospects. This could include copy and print shops, mailing centers, office supplies, and daytime retail and services for the convenience of employees. Although these support services and retail themselves are not major job or revenue producers, they are key ingredients to creating a successful location for professional offices which do bring higher wages, support healthy property values, and bring a daytime population to the area.

While lack of telecommunications connectivity was not mentioned as a barrier to attracting new business to the Downtown, the City should confirm that high-bandwidth telecommunications services are readily available in the Downtown area, and if not, develop a plan to work with broadband service providers to enhance services in the area. The City should also encourage the creation of wireless free Internet (WIFI) zones within Downtown plazas and public spaces to enhance the desirability of the area.

The City should work with developers of new downtown buildings to encourage them to design buildings that include a mixture of small (less than 3,000 square feet) and medium-sized spaces (up to 12,000-15,000 square feet).

Retail

Retail development is proliferating at a rapid rate in the South Placer County area, and is

primarily centered at the Westfield Galleria in Roseville and regional shopping centers in neighboring areas. However, there is a strong opportunity for Downtown Rocklin to stake out a niche in specialty retail, boutique personal services, and a range of restaurants from casual to destination fine dining, and possibly entertainment. The key will be for the City to establish a destination commercial district that enjoys a strong identity within the region, and offers a range of unique stores and restaurants that are not found in other shopping areas, and which create critical mass and synergy between stores. While any one specialty retailer alone may not be sufficiently attractive to entice visitors from beyond adjacent Rocklin neighborhoods, the Downtown retail district as a whole can do so, in the same way that the size and variety of stores in a regional shopping mall can draw customers from a greater distance than can stand-alone stores in a commercial corridor.

Best Practices and Implementation Ideas: Models for Downtown Development

Models for downtown development include locations such as Downtown Davis, Mid-Town Sacramento, Downtown Willow Glen in San Jose, CA, Downtown Los Gatos, Downtown Palo Alto, Downtown Livermore, Downtown Walnut Creek, Downtown Pleasanton, the Rockridge area of North Oakland, or 4th Street in west Berkeley. In southern California, Abbot Kinney Boulevard in the City of Venice showcases a revitalizing commercial area driven primarily by independent retailers, services, and restaurants. Key features of these areas that can be replicated in downtown Rocklin include:

- A pedestrian-friendly environment that encourages walking between stores
- An emphasis on unique, locally owned businesses
- A mixture of retail stores, restaurants, offices, and service businesses
- A mixture of newly constructed buildings.

Over 43 percent of employed Rocklin residents are in management, professional, and related occupations, compared to 36 percent statewide. It is likely that as residents such as these progress in their careers and amass greater assets, a number of them will seek entrepreneurial opportunities that would lead them to open their own stores and restaurants, in much the same way that businesses have formed in these other successful retail districts. Additionally, the rapid growth of South Placer County will attract entrepreneurs from outside of the area who are looking for an opportunity to establish a business that will benefit from the growing population base.

Ongoing revitalization efforts in Downtown Roseville may represent a competitive challenge for Downtown Rocklin. However, both of these districts are relatively small and can physically accommodate a limited amount of retail space. Given the size of the South Placer County area, it should support healthy commercial districts in both downtowns. The greater concern should be the possibility of peripheral developments that may attempt to replicate the tenant mixes and pedestrian-oriented ambiance that we suggest for Downtown Rocklin. A new genre of shopping center called a “lifestyle” center, which tries to create elements of traditional downtowns but with mostly national chain retailers and restaurants, is gaining in popularity around the U.S. and one is currently planned in the Roseville Galleria area. As discussed elsewhere in this report, initially, locally-owned businesses or smaller regional chains may be the most likely tenants for Downtown Rocklin. This business mix should help downtown Rocklin minimize competition with developments that include primarily national chain tenants.

The following types of retail businesses should be targeted for Downtown Rocklin:

- **Quick Food Restaurants:** Quick Food Restaurants are small establishments that specialize in providing relatively short dining experiences yet are not considered “fast food.” Traditionally, meals are

ordered at a counter and then served to a table after it is prepared, usually within ten minutes. These restaurants cater to the local business population during lunchtime or to those looking for a quick meal between evening activities. Orders “to go” make up a significant portion of sales and relatively little dining space is required. Fast food restaurants without drive thru windows should also be considered.

- **Basic Services:** Basic services establishments provide for the everyday necessities of the local daytime and evening population. These errand-oriented businesses include drycleaners, barbershops/salons, postal centers, video rental stores, etc. Basic services are grouped with quick food restaurants, as both types are likely to locate in neighborhood convenience retail centers and could likely find sufficient market support from the limited residential population, daytime population, and drive-by traffic present in downtown Rocklin now or in the near term.
- **Cafés:** Cafés provide coffee, pastries and other assorted snacks, and serve as a meeting place at all times of day. There are not a lot of chains in this category, but it may be possible to find an existing, local store in neighboring cities such as Roseville, Loomis, Lincoln, Auburn, Grass Valley or Nevada City who want to open a second store. While chains like Starbucks and Peet’s Coffee are common, many independent cafés have been successful in settings initially deemed to lack sufficient “traffic” to support the national chains. Cafés require little space for customer seating and would incorporate well in a mixed use setting.
- **Specialty Foods:** Specialty food stores may offer a combination of prepared foods to be eaten on the premises or food to be prepared and eaten at home. This category can include ice cream parlors and juice bars, bakeries, produce markets, meat and fish markets. Specialty food shops require

little space for customer seating and would incorporate well in a mixed use setting.

- ***Lifestyle Retail and Services:*** Lifestyle retail and services cater to a high-income population like that of Rocklin. Businesses such as a Curves exercise, Pilates, or yoga studio, a Sylvan or Kumon learning center, and children's specialty stores could attract young families to the Downtown area. Hair salons and day spas are additional examples of services the local population would seek out. Exercise studios would also complement café and specialty foods establishments, as patrons often like to obtain refreshments before or after workouts. Lifestyle retail can include many other types of specialty retailers, such as boutique sporting goods stores, children's clothing or toy stores, hobby shops, newsstands and music stores, and home design stores. Destination restaurants can also fit into this category. Ideal targets are local restaurants with three or more locations in popular categories such as Mexican, Chinese, Thai, sushi, Italian, tapas, or wine bar. Restaurants should ideally generate both lunch and dinner business, including bar service for nighttime activity. Other priorities include outdoor seating on a wide sidewalk (15' or more) buffered from the street, nighttime lighting for women's comfort, and a noise ordinance that allows for live music.
- ***Independent Retailers:*** Independent stores of the types described above should also be considered. Independent businesses are recommended for several reasons. First, independent businesses are a means of differentiating Downtown Rocklin from other competing retail developments within the City. Second, independent retailers tend to be more flexible in their location requirements and, due to their lower overhead, are often willing to operate in locations where sales volumes would not be acceptable to national chain retailers. Finally, entrepreneurs often recognize the potential of an area undergoing change before national chains recognize the

revitalization. While there are a number of challenges associated with independent businesses, the City of Rocklin and Downtown developers should be prepared to work with independents and their special needs in order to access a pool of potential tenants who may be the most likely candidates to help launch the revitalization process. Over time, the City will probably find it beneficial to support a mixture of independent and national chain businesses in the Downtown area; however, the national chains may not be attracted to the area until it is proven as a business location.

Rather than doing outreach to specific businesses, Downtown Rocklin should promote itself generally as a location that includes opportunities for independent businesses. This should be done by working cooperatively with the Chamber of Commerce, a local business association, local real estate brokers and property owners/managers, and others who are likely to be sought out by independent businesses looking for space to lease within the larger community. By informing these prospective businesses about the spaces available in the Downtown and any types of assistance that may be available, these key points of contact can help to direct suitable business prospects to downtown locations.

Another strategy that can be employed is to conduct outreach to small regional chains that operate in the nearby area and fit with targeted market niches in the Downtown. A business that already operates in several locations has demonstrated that it is interested and capable of expansion. These small chains may be interested in expanding within proximity to their existing stores, in order to maintain economies of scale in management and advertising/marketing, in addition to working in a familiar economic environment.

Other Considerations/Recommendations:

The City should implement the following additional recommendations to improve the economy of Downtown Rocklin:

- Encourage business and customer service training through the Sierra Small Business Development Center (SSBDC), local Chamber of Commerce or a possible future downtown management organization.
- Consider developing a plan to improve the Downtown's telecommunications infrastructure and to establish downtown WiFi zones to support business users.
- Work with the commercial real estate brokerage community to identify, track, and market available land and commercial space within the Downtown. Consider working with a commercial brokerage community to create a GIS database of sites and buildings available in the Downtown.
- Continue to work with the South Placer Regional Tourism Agency to help promote Rocklin including the heritage of Downtown to encourage tourism. Promote Heritage Park when it is completed and Quarry Park as tourist destinations.
- Consider incorporating quarry and railroad artifacts into public art within Downtown.
- Consider strategic events, festivals, and promotions to bring people to Downtown. Events are a way to promote opportunities within a Downtown or commercial district. The City of Rocklin could establish a number of events within the Downtown to bring people to the area, to increase sales revenues, and to promote Downtown opportunities for business, living, and leisure. The City should work with businesses and community organizations to establish a series of promotional events within the Downtown. These events could include a Downtown Farmer's Market or a quarry or railroad heritage day. When developing promotional events, the following recommendations should be considered:
 - Identify the goals of the event and a target market
 - Encourage themes that are unique to the heritage of Rocklin
 - Develop a strategic program and budget
- Select methods to advertise and promote the event through the media
- Evaluate the event and build upon success

Best Practices and Implementation Ideas: WiFi Zones

San Jose, CA: Downtown San Jose has a FREE WiFi network that was developed in partnership by Global Netoptex Inc., Cisco Systems, the San Jose Convention & Visitors Bureau and the City of San Jose. The Free high-speed WiFi services are provided in a number of outdoor public spaces (Free hotspots) including Plaza de Cesar Chavez and San Pedro Square.

For more information about San Jose and Free Downtown WiFi, call 1-800-SAN-JOSE.

SECTION 3: IMPLEMENTATION MATRIX

This section provides a five-part matrix of specific steps and actions that should be undertaken to revitalize Downtown Rocklin. The matrix represents the culmination of the entire Downtown Rocklin planning process. The implementation program matrix for Downtown Rocklin includes the following information:

- Implementation steps and actions, as organized by the following topics and described in Section 2: Implementation Overview:
 - Initiate Downtown Revitalization
 - Develop/Redevelop Downtown Properties
 - Improve Downtown Streets and Infrastructure
 - Establish Downtown Parks and Open Space
 - Improve the Civic Center and Downtown Public Uses
 - Maintain and Enhance the Overall Image of Downtown Rocklin
 - Improve the Economy of Downtown Rocklin
- Target Years for Implementation/Completion, organized by:
 - Near Term (2006 to 2010 years)
 - Mid-Term (2011 to 2015 years)
 - Long-Term (2016 plus years)
- Implementation Leaders and Potential Partners to carry out the implementation steps (see sidebar)
- Notes and comments, including “order of magnitude” costs estimate for certain public improvements and programs
- Cross-references for each action to the potential funding resources listed in Section 4 – Potential Funding Mechanisms

Leaders and Partners

The following key defines the abbreviations listed in the “Implementation Leaders and Potential Partners” section of the implementation matrix.

CITY = City of Rocklin, Rocklin Redevelopment Agency, Rocklin Planning Commission, Rocklin Front Street Historic Committee

BUSINESS COMMUNITY (BUS) = Rocklin Area Chamber of Commerce, Placer County Visitors, Sacramento Metro Chamber, Sierra Small Business Development Center, South Placer Regional Tourism Agency

OTHER GOVERNMENTAL AGENCIES (GOV) = Placer County, Sacramento Area Council of Governments (SACOG), Rocklin Unified School District, Sacramento Area Commerce and Trade Organization (SACTO), Cal State University - Sacramento, University of California at Davis, Placer County Transportation Planning Agency

UTILITIES (UTIL) = Utility Providers: Placer County Water Agency (PCWA), and South Placer Municipal Utility District (SPMUD), Pacific Gas & Electric (PG&E), Union Pacific Railroad, Capitol Corridor (AMTRAK)

COMMUNITY ORGANIZATIONS (CO) = Rocklin Historical Society, Rocklin Friends of the Library, Homeowners Associations

OTHER (OTH) = Other listed partners